

National Aeronautics and
Space Administration

George C. Marshall Space Flight Center
Marshall Space Flight Center, AL 35812



December 12, 2001

Reply to Attn of: QS40

TO: Distribution

FROM: QS40/Don Miller

SUBJECT: Minutes of the Marshall Management System Implementation Team Meeting

The Marshall Management System (MMS)/ISO 9000 Implementation Team held its regular team status meeting on Wednesday, December 12, 2001. The meeting began at 1:00 p.m. in Building 4200, Conference Room 409. The roster of attendees for the meeting is included as Enclosure 1. The agenda for the meeting is included as Enclosure 2.

Opening Remarks (D. Miller/QS40):

There were no opening remarks.

Corrective Action Status (Jim Thomason/HEI):

The monthly CAS report was presented. The charts are included as Enclosure 3. There are currently four open RCARs, and none are delinquent.

NCR Status (Kerry Warner/QS40):

There are seven NCRs in a yellow status. The appropriate organizations will be contacted individually to work these. The NCR status charts are included as Enclosure 4.

Corrective Action Planning for NQA Findings (Mary DeMurray/HEI):

Proposals for the response to the NQA findings were presented to the team. No comments or objections were made. The proposals will be provided to Axel Roth for approval. The response is due to NQA by December 28. The charts presented are included as Enclosure 5.

Highlights from WSTF Agency Meeting (Don Miller/QS40):

Highlights from the Quarterly NASA Agency Quality Systems Review (QSR) held at the White Sands Test Facility were shared with the group. Topics discussed at the QSR will be taken into consideration for applicability at MSFC and brought back to the team as appropriate. A copy of the meeting highlights is included as Enclosure 6.

Schedule for Future MMS Meetings (Don Miller/QS40):

The next MMS meeting will be held on Wednesday, January 9. As a result of earlier discussions, the following week there will be a special presentation/discussion led by Jim Carter/AD01 on his organization's approach to continual improvement through their objectives and metrics. Other Organizations are encouraged to share their approaches in upcoming meetings.

The frequency of the team meetings is expected to be reduced during the coming months.

MMS Team Action Items (Don Miller/QS40):

There are two open actions related to the MSFC FY02 Implementation Plan. The plan is still in draft. Two other actions are not due yet. The open MMS action items are included as Enclosure 7.

MQC Action Items (Don Miller/QS40):

The MQC action items were reviewed. Organization Representatives were encouraged to check their conference rooms for their status regarding display of the MSFC Quality Policy, Safety Policy and MSFC Values. The open MQC action items are included as Enclosure 8.

Other:

The internal audit schedule for 2002 has been concurred with by the organizations and will be available soon.

A request for deviation/waiver to MWI 5113.1, "Credit Card Operating Procedures," was brought to the team by Ron King/SD44. After some discussion, the request will be modified to reduce the scope to a waiver for some items already procured. The remaining scope of the request will be handled through an existing procurement process. The waiver request will be revised and submitted for DCB approval.

There were no other issues for record.

Mary DeMurray, for

Don Miller
ISO 9000 Coordinator

Enclosures:

1. Roster of Attendees
2. Meeting Agenda
3. NCR Status Chart

Distribution:
Team Members

ISO 9000 IMPLEMENTATION TEAM MEETING

WEDNESDAY, DECEMBER 12, 2001 LOCATION/ TIME: BLDG. 4200/409, 1:00 P.M.

MEETING ATTENDANCE: [Please Check (X) Your Name to Record Meeting Attendance.]

<u>NAME</u>	<u>ORGANIZATION</u>	<u>PHONE</u>	<u>FAX</u>
Center Operations Directorate			
<input checked="" type="checkbox"/> Jim Carter	AD01	544-6630	544-5893
<input checked="" type="checkbox"/> Linda Carpenter	AD02 (ALT) AFGE	544-8236	544-5867
<input type="checkbox"/> Dan Adams	AD10	544-1614	544-8259
<input type="checkbox"/> Lana Cucarola	AD30	544-0096	544-8752
<input type="checkbox"/> Annette Tingle	AD30	544-4522	544-8752
<input checked="" type="checkbox"/> Amanda Rasco	AD33	544-4511	544-8752
<input checked="" type="checkbox"/> Deborah Wills	AD33 (MEM)	544-4525	544-8610
<input type="checkbox"/> Lisa Adkins	AD40	544-7546	544-6570
<input type="checkbox"/> Polly Edwards	AD50	544-4536	544-2101
Customer & Employee Relations Directorate			
<input checked="" type="checkbox"/> Pat. Shultz	CD20 (ALT)	544-7559	544-4809
<input checked="" type="checkbox"/> Caroline Wang	CD30 (MEM)	544-3887	544-6030
Director's Office			
<input type="checkbox"/> Axel Roth	DE01	544-0451	544-xxxx
Engineering Directorate			
<input checked="" type="checkbox"/> Terry Roberts	ED16 (MEM)	544-3717	544-0900
<input checked="" type="checkbox"/> Pat Layky	ED12 (ALT)	544-3481	544-3098
<input type="checkbox"/> Jim Lindsay	ED20 (MEM)	544-1301	544-0236
<input checked="" type="checkbox"/> Craig Garrison	ED27 (ALT)	544-7197	544-8838
<input checked="" type="checkbox"/> Wayne Gamwell	ED33 (MEM)	544-2592	544-5877
<input type="checkbox"/> Richard Lamb	ED37 (ALT)	544-1037	544-4307
<input checked="" type="checkbox"/> Herb Shivers	ED43 (MEM)	544-8903	544-9614
<input type="checkbox"/> Sonya Hutchinson	ED42 (ALT)	544-3312	544-5178
<input type="checkbox"/> Karen Iftikhar	ED44 (ALT)	544-3653	
<input checked="" type="checkbox"/> MARGARET ALEXANDER ED44	(ALT)	544-6964	4-0242
Flight Projects Directorate			
<input checked="" type="checkbox"/> Jackie Steadman	FD10 (MEM)	544-1940	544-5590
<input type="checkbox"/> Jack Stokes	FD22 (MEM)	544-1764	544-5194
<input type="checkbox"/> Steve Meacham	FD30 (MEM)	544-0241	544-4393
<input type="checkbox"/> Michael Nelson	FD41 (MEM)	544-2059	544-9353
Chief Counsel			
<input type="checkbox"/> Jim Frees	LS01 (MEM)	544-0017	544-0258
<input type="checkbox"/> Abbie Johnson	LS01 (ALT)	544-0014	544-0258
Space Shuttle Projects Office			
<input type="checkbox"/> Jeff Spencer	MP21 (ALT)	544-7498	544-7713
<input checked="" type="checkbox"/> John Pea	MP71 (MEM)	544-8437	544-5799
Equal Opportunity Office			
<input type="checkbox"/> Billie Swinford	OS01 (MEM)	544-0087	544-2411
<input type="checkbox"/>	OS01 (ALT)	544-	544-2411

Procurement Office

<input checked="" type="checkbox"/> Ray Woods	PS10	(MEM)	544-0384	544-3223
<input type="checkbox"/> Jerry Williams	PS10	(ALT)	544-0295	544-4401
<input type="checkbox"/> Jim Young	PS10		544-0362	544-3223

Safety and Mission Assurance

<input type="checkbox"/> Amanda H. Goodson	QS01	(MEM)	544-0043	544-2053
<input type="checkbox"/> Jim Ellis	QS01	(MEM)	544-0721	544-3893
<input type="checkbox"/> Ron Mize	QS01	(MEM)	544-2485	544-8101
<input checked="" type="checkbox"/> Terry Hamm	QS10	(MEM)	544-7402	544-3241
<input type="checkbox"/> Mark Strickland	QS10	(ALT)	544-7432	544-4155
<input checked="" type="checkbox"/> Don Miller	QS40	(MEM)	544-8361	544-4857
<input checked="" type="checkbox"/> Kerry Warner	QS40	(MEM)	544-7350	544-4155
<input type="checkbox"/> Warren Woods	QS40	(MEM)	544-2275	544-5685

Office of Financial Officer

<input type="checkbox"/> Peggy Williamson	RS24	(ALT)	544-3357	544-5863
<input checked="" type="checkbox"/> Sharal Huegele	RS30	(MEM)	544-7286	544-9055

Science Directorate

<input type="checkbox"/> Tom Fleming	SD01	(ALT)	544-3962	544-5975
<input checked="" type="checkbox"/> Don Thurman	SD02	(MEM)	544-1908	544-9243
<input type="checkbox"/> James Grisham	SD10	(MEM)	544-9607	544-8369
<input type="checkbox"/> Robin Henderson	SD10	(ALT)	544-1738	544-8369
<input type="checkbox"/> Lloyd Love	SD20	(MEM)	544-7702	544-2559
<input checked="" type="checkbox"/> Roger Chassay	SD30	(MEM)	544-1969	544-5975
<input type="checkbox"/> Clark Darty	SD40	(ALT)	544-2728	544-5892
<input type="checkbox"/> Tom Dollman	SD40	(MEM)	544-6568	544-8500
<input type="checkbox"/> Mike McCollough	SD50	(ALT)	544-4368	544-5800
<input checked="" type="checkbox"/> Ed Reichmann	SD50	(MEM)	544-7603	544-5800
<input type="checkbox"/> Tim Miller	SD60	(MEM)	922-5882	922-5823
<input type="checkbox"/> Diane Samuelson	SD60	(ALT)	922-5832	922-5723
<input checked="" type="checkbox"/> Tommy L. Thompson	SD72	(MEM)	544-3489	544-2659
<input type="checkbox"/> Roy Young	SD70	(ALT)	544-4965	544-2659
<input type="checkbox"/> Wes Darbro	SD92	MESA	544-7742	544-2559

Space Transportation Directorate

<input type="checkbox"/> James Wyckoff	TD03	(MEM)	544-7922	544-0300
<input type="checkbox"/> Ed Reske	TD64	(ALT)	544-1753	544-1215
<input checked="" type="checkbox"/> Gaines Watts	TD73	(MEM)	544-1455	

2nd Generation Reusable Launch Vehicle Program Office

<input type="checkbox"/> Charles Chesser	UP01	(MEM)	544-0107	544-2053
<input type="checkbox"/> Bruce Morris	UP01	(ALT)	544-2237	544-5095

Systems Management Office

<input checked="" type="checkbox"/> Bob McKemie	VS10	(MEM)	544-2266	544-5178
<input type="checkbox"/> Neil Rainwater	VS10	(ALT)	544-8918	544-5178

Contractors

<input checked="" type="checkbox"/> Mary DeMurray	HEI	(MEM)	544-1342	544-4470
<input type="checkbox"/> John McPherson	HEI	(MEM)	544-7479	544-9257
<input checked="" type="checkbox"/> Randy Reed	HEI	(MEM)	544-6056	544-4470
<input checked="" type="checkbox"/> Jim Thomason	HEI	(MEM)	544-3303	
<input type="checkbox"/> Tom Wilson	HEI		544-7267	
<input type="checkbox"/> Jeff Robinson	SCSC	(MEM)	544-4589	544-8990

VISITORS

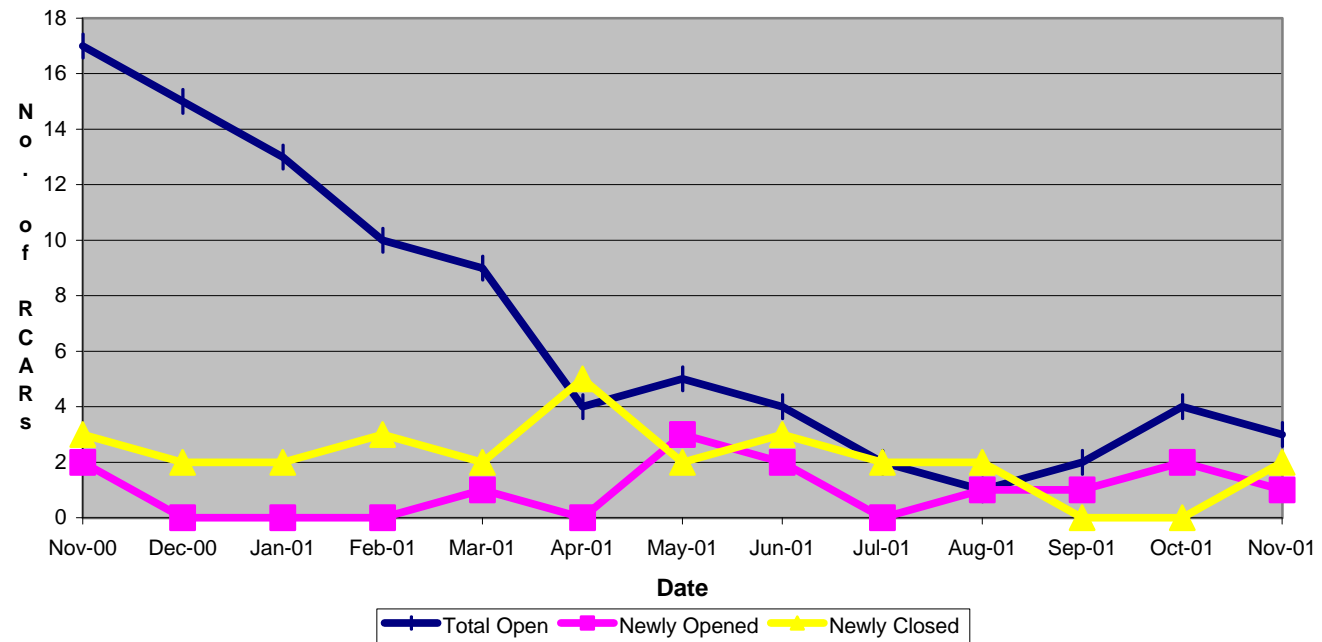
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MMS Implementation Team Meeting on 12/12/01 Agenda

- Opening Remarks (Axel Roth)
- Issues that need attention - only reds and yellows for the following:
 - Corrective Action Status (Jim Thomason)
 - NCR's (Warren Woods)
- Corrective Action Planning for NQA findings (Mary DeMurray)
- Highlights from WSTF Agency Meeting (Don Miller)
- Schedule for future MMS meetings (Don Miller)
- OTHER

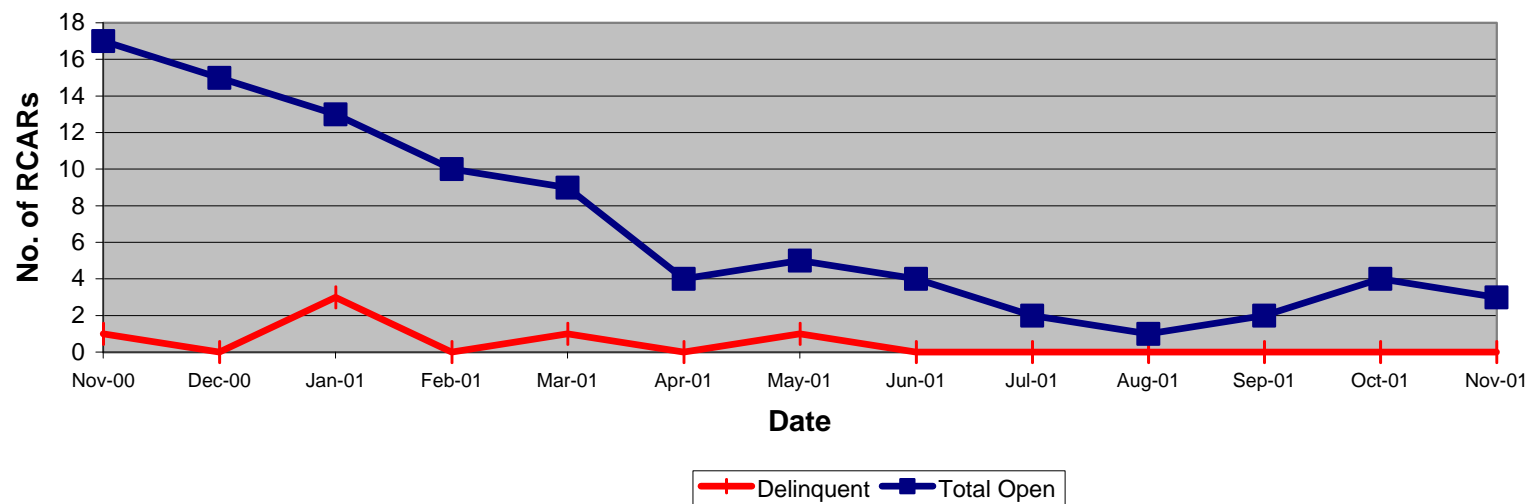
Next Implementation Meeting, Wednesday, January 09, 2002 at 4200/409.

RCARs

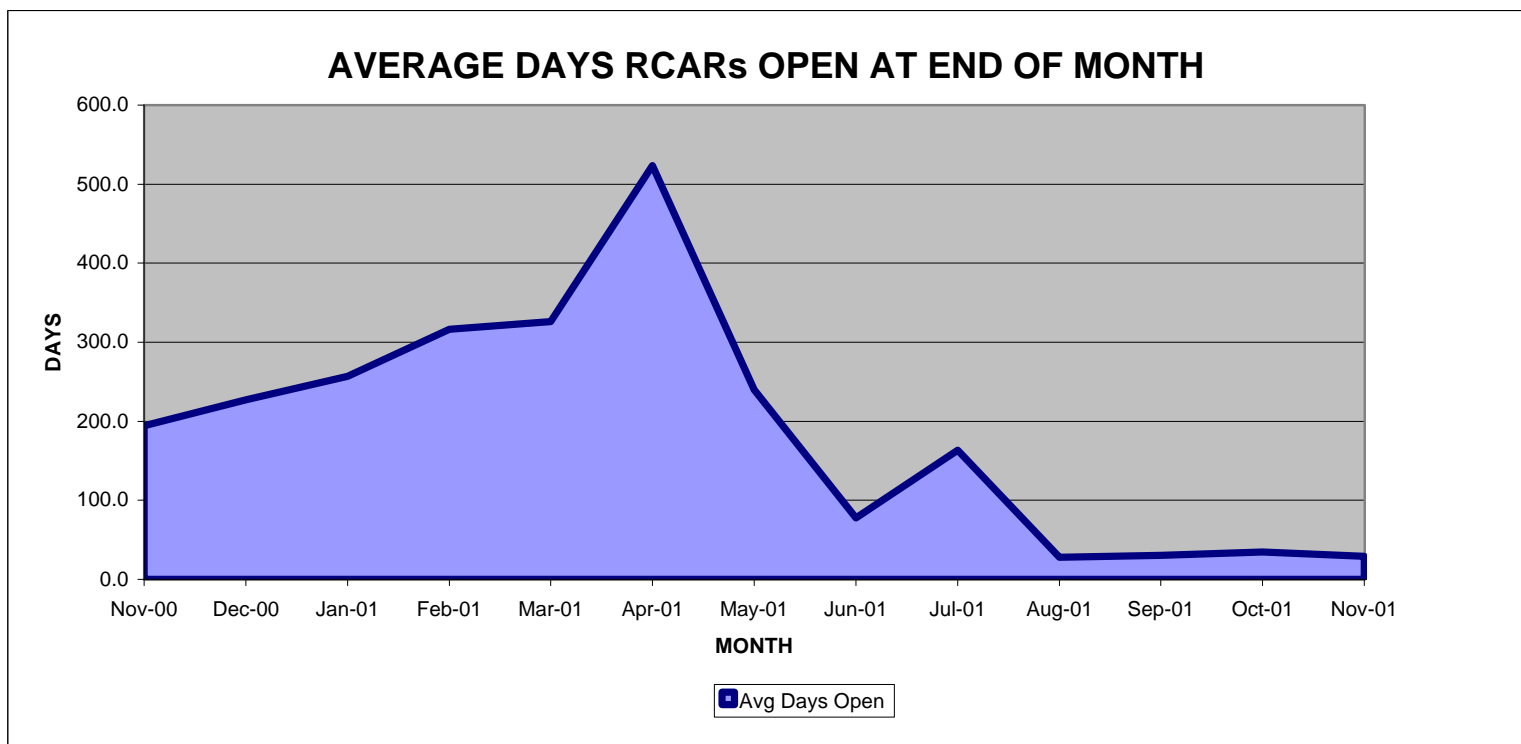


Total Open RCARs:	17	15	13	10	9	4	5	4	2	1	2	4	3
Newly Opened RCARs:	2	0	0	0	1	0	3	2	0	1	1	2	1
Newly Closed RCARs:	3	2	2	3	2	5	2	3	2	2	0	0	2

Open Versus Delinquent RCARs

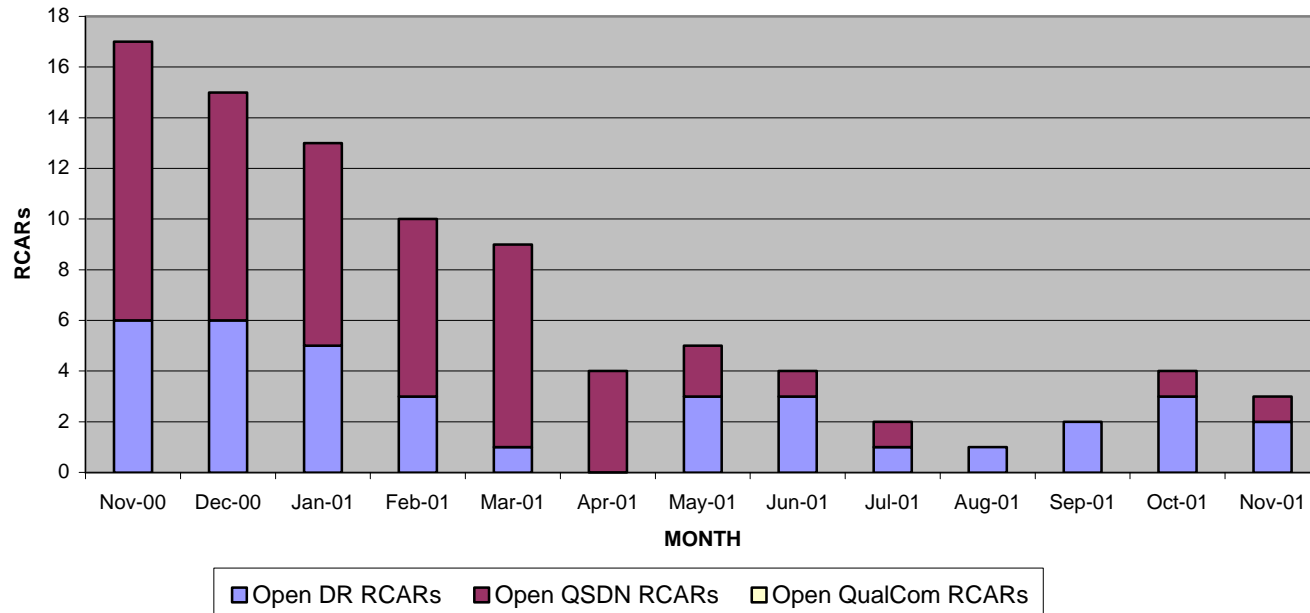


Delinquent Responses:	1	0	3	0	1	0	1	0	0	0	0	0	0
Total Open RCARs:	17	15	13	10	9	4	5	4	2	1	2	4	3
Percent Delinquent:	6%	0%	23%	0%	11%	0%	20%	0%	0%	0%	0%	0%	0%



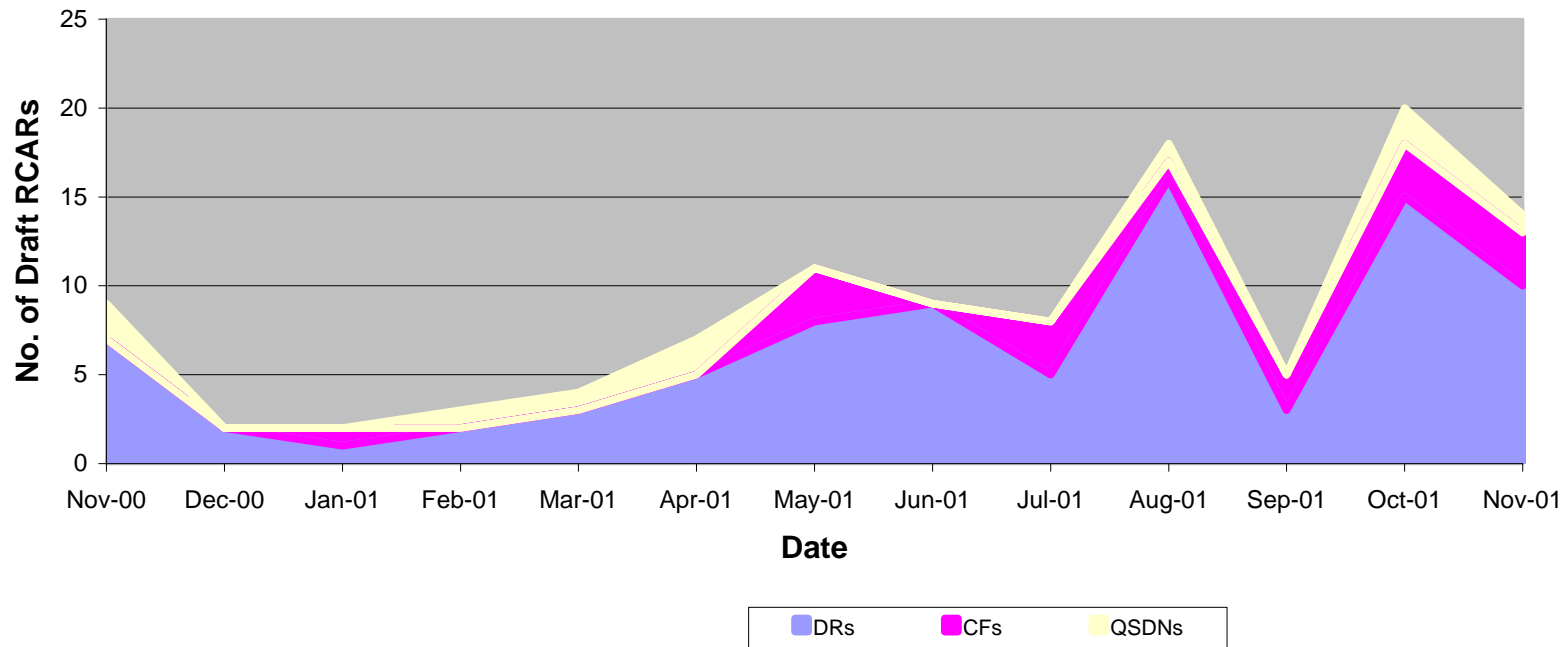
Average Days Open:	194	227	257	316	326	524	240	78	164	28	31	35	29
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OPEN RCARs AT END OF MONTH



Open DR RCARs:	6	6	5	3	1	0	3	3	1	1	2	3	2
Open QSDN RCARs:	11	9	8	7	8	4	2	1	1	0	0	1	1
Open QualCom RCARs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Open RCARs:	17	15	13	10	9	4	5	4	2	1	2	4	3

DRAFT RCARs

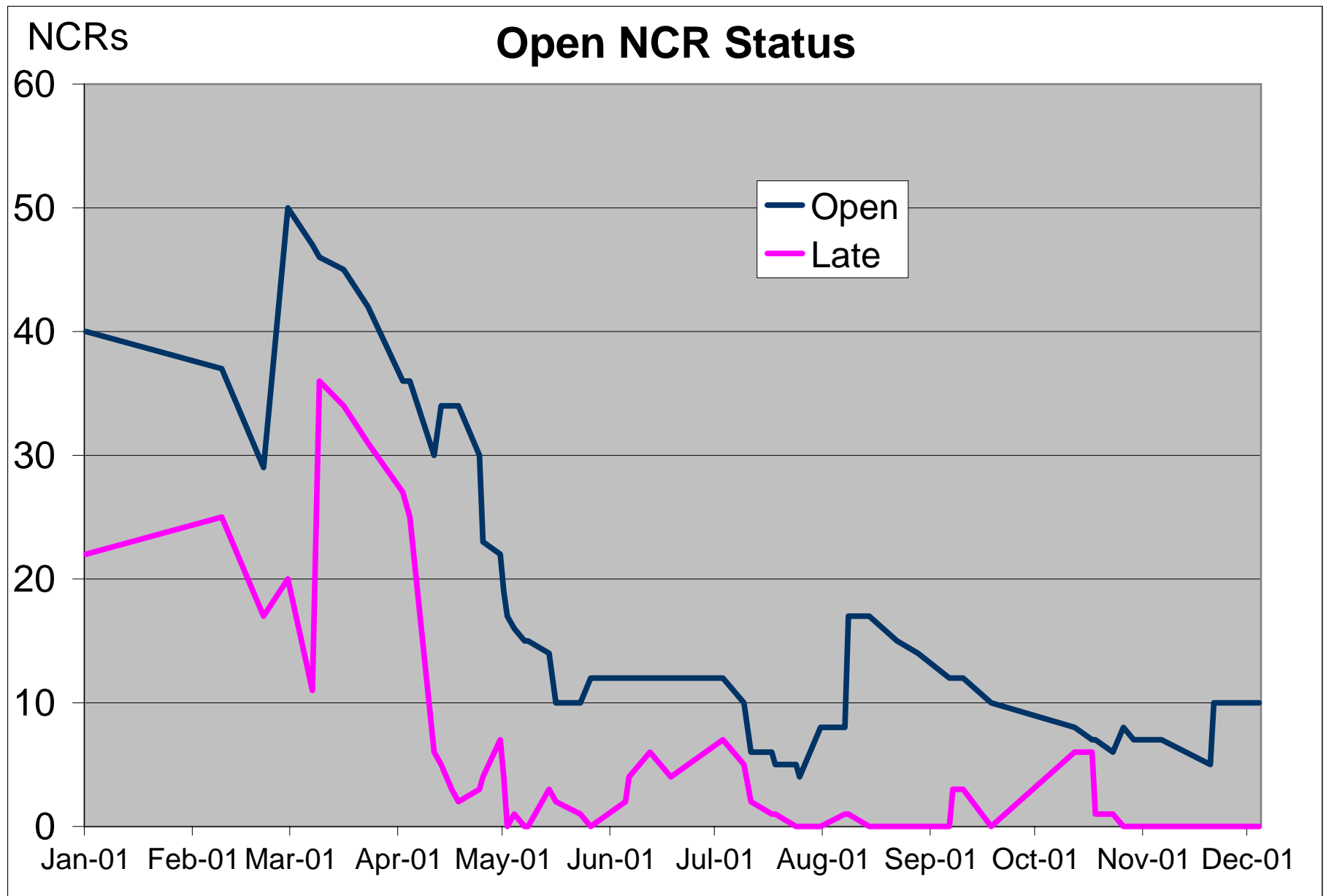


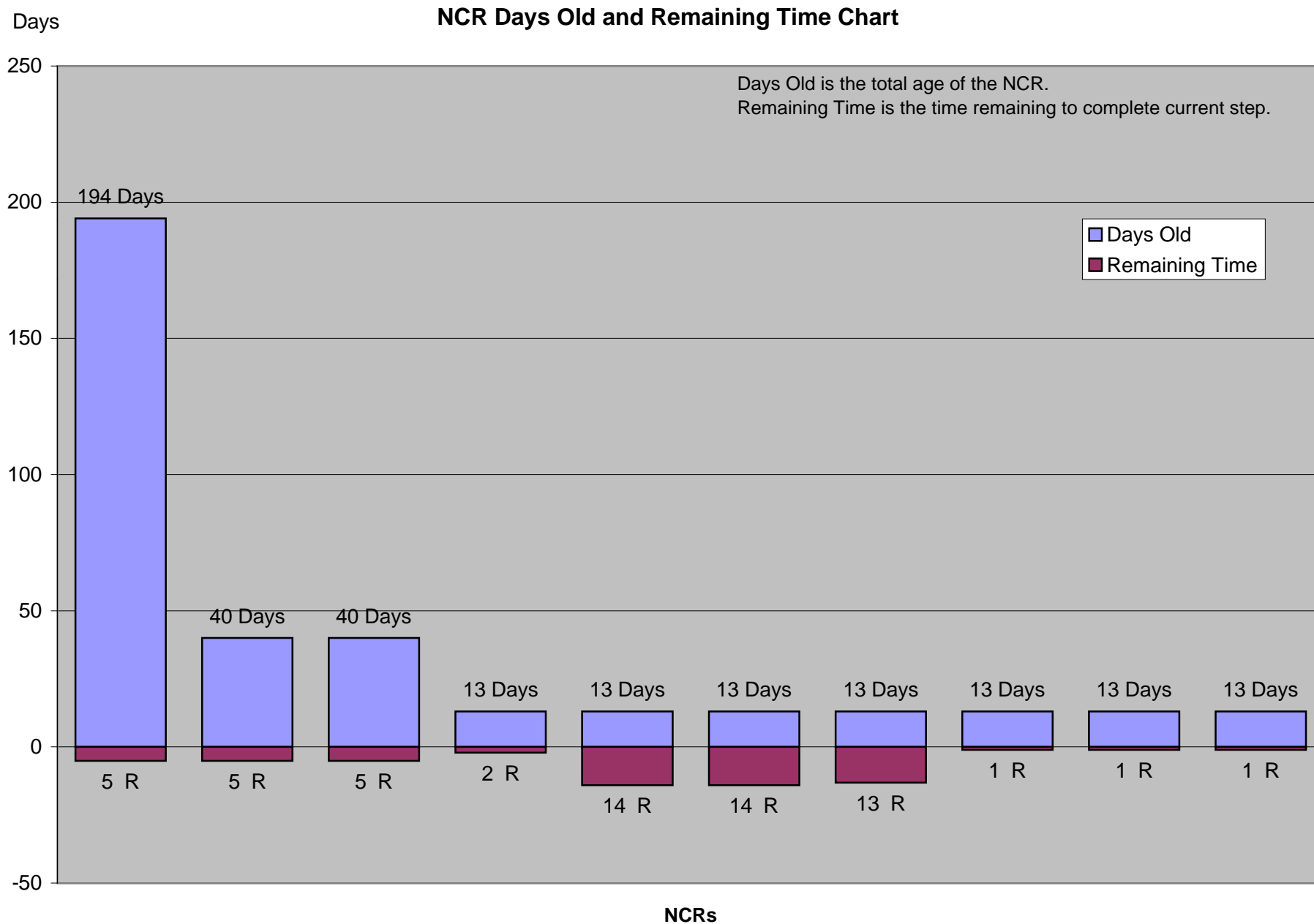
New DRs:	7	2	1	2	3	5	8	9	5	16	3	15	10
New Cstmr Fdbks:	0	0	1	0	0	0	3	0	3	1	2	3	3
New QSDNs:	2	0	0	1	1	2	0	0	0	1	0	2	1
Total Draft RCARs:	9	2	2	3	4	7	11	9	8	18	5	20	14
New CANs:	0	0	0	0	0	0	0	0	0	0	0	0	0

Audit Manager's Status NCR Status Report 01-12-11

395 Total	10 Open	Oldest NCR is 194 Days Old			0 Late	Latest NCR is 0 Days Late	
Open NCR's							
OFFICIAL	PROPOSED	In Work	DISAGREED	READY	VERIFIED	AUD_REJECT	CLOSED
1	5	3	1	0	0	0	385
Late NCR's							
C&CA	Lead	Target Date		Verification	Closure		
0	0	0		0	0		

Audit Manager Status Report





Audit Manager's Report NCR Closure Progress Status

NCR	Res Org	Lead Auditor	Auditor	Description	Status	Age	Late
456	CD01/Caroline Wang Target date 12/16/01 State: AGREED Element: 4.16	Mitchell, Brian	Forrest Wesson	N/A	N/A	40 Days	5 R
457	CD01/Caroline Wang Target date 12/16/01 State: AGREED Element: 4.16	Mitchell, Brian	Forrest Wesson	N/A	N/A	40 Days	5 R
461	ED01/Herb Shivers Target date 02/28/02 State: PROPOSED Element: 4.35	Woods, Warren	Mark Strickland	N/A	N/A	13 Days	13 R
463	MP01/John Pea Target date 12/28/01 State: PROPOSED Element: 4.87	Woods, Warren	Roger Cawthon	N/A	N/A	13 Days	1 R
464	MP01/John Pea Target date 12/28/01 State: PROPOSED Element: 4.32	Woods, Warren	Roger Cawthon	N/A	N/A	13 Days	1 R
439	PS01/Ray Woods Target date 12/16/01 State: AGREED Element: 4.5	Meier, Joyce	Tommy Thompson	A records plan has not been approved by the Marshall Records Manager (AD33).	I anticipate the Procurement Office Organization Records Plan will be sent to Annette on Monday, 11-19-01. Based on the backlog I understand Annette has, please grant a 30 day extension for completion date of the subject	194 Days	5 R
462	QS01/Terry Hamm Target date State: OFFICIAL Element: 4.35	Woods, Warren	Trent Griffin	N/A	N/A	13 Days	1 R
459	SD01/Don Thurman Target date 01/31/02 State: PROPOSED Element: 4.24	Woods, Warren	Warren Woods	N/A	N/A	13 Days	14 R
460	SD01/Don Thurman Target date 02/15/02 State: PROPOSED Element: 4.35	Woods, Warren	Warren Woods	N/A	N/A	13 Days	14 R

R = Days Remaining Until Step is Due
L = Days Late for Step
Age = Total Age of NCR

Age = YELLOW after 100 Days,
RED after 150
Late = YELLOW one week remaining

Audit Manager's Report NCR Closure Progress Status

NCR	Res Org	Lead Auditor	Auditor	Description	Status	Age	Late
458	TD01/James Wyckoff Target date 12/28/01 State: DISAGREED Element: 4.35	Woods, Warren	Cynthia Frost	N/A	N/A	13 Days	2 R

R = Days Remaining Until Step is Due
L = Days Late for Step
Age = Total Age of NCR

Age = YELLOW after 100 Days,
RED after 150
Late = YELLOW one week remaining

Nonconformance: Additional quality objectives used to assess the health of the MMS and to identify opportunities for improvement are identified in MPD 1280.1. Item C, Detect nonconformances and take corrective action, includes no metric or measure of performance. Furthermore its value as a measure of performance is questionable since increases or decreases by themselves do not necessarily indicate improvement or degradation.

Cause: Failure to recognize inadequate objective.

Corrective Action: The objectives in MPD 1280.1 will be revised to ensure alignment with the MSFC values and to ensure that metrics exist and are value-added.

Target Date to Complete Action: February 1, 2002

7.1.1.3 QUALITY OBJECTIVES

The MSFC Center Director shall ensure that quality objectives, including those needed to meet requirements for product, are established at relevant functions and levels within the organization. The quality objectives shall be measurable and consistent with the quality policy.

Center level objectives, including quality objectives, are established for each fiscal year in the MSFC Implementation Plan. (Reference MPG 1130.1, “MSFC Implementation Planning Process.”) Directorates/Offices develop objectives and metrics appropriate at that level. Additional objectives used to assess the health of the MMS and to identify opportunities for improvement include:

<u>Objective</u>	<u>MSFC Value</u>
(a) Create a safe and healthy environment	People
(b) Satisfy our customers with our products and services	Customers
(c) Provide a continuously learning workforce	Excellence
(d) Improve corrective action response time	Teamwork
(e) Continually improve our processes	Innovation/Excellance

Nonconformance: A review of customer satisfaction measures throughout the organization reveals inconsistencies in implementation. Certain directorates have not obtained sufficient data with which to make clear determinations of customer perception of performance. Reference CaER.

Cause: The customer satisfaction procedure, MPG 1280.8, was approved in August 2001, so we are still in the early stages of implementation.

Corrective Action: Implementation of MPG 1280.8, "Customer Satisfaction," will continue. The ability to make clear determinations of customer perception of performance will be an area of emphasis in the next management review meeting.

Target Date to Complete Action: April 1, 2002

Observation: The MSFC Implementation Plan identifies a broad landscape of objectives that span the organization, but it is unclear how deep these objectives are employed throughout the organization to the extent that individuals would understand their contribution to established objectives.

Cause: Lack of emphasis on individual employee awareness of established objectives, although the MSFC Implementation Plan has been provided on an annual basis to all civil service employees.

Original Corrective Action: Additional emphasis will be placed on awareness of established objectives in the FY02 MSFC Implementation Plan and within each Directorate/Office. Management will communicate specific objectives to individual personnel as appropriate.

Target Date to Complete Action: October 15, 2001

Revised/Additional Corrective Action: ??

New Target Date to Complete Action: ??

WSTF Agency Quarterly QSR (Quality Systems Review) Meeting

- Met last week Dec 5 & 6
- NQA presentation – Quarterly Systematic Issues
 - Purpose: Address NQA systemic audit findings to date for applicability to all sites
- MSFC gave presentation on how we implemented 9K:2K
 - Shared Lessons Learned
 - Shared Website (scribe notes, reports, training, etc.)
- Customer Satisfaction
 - American Customer Service Index (ACSI) briefing
 - Legal Questions on Surveying Outside Customers (non-gov't) ?? – OMB requirement for pre-approval before putting a paper burden on outside citizens

WSTF Agency Quarterly QSR Meeting (cont)

- Quality Objectives
 - HQ (Code B) gave presentation on NASA Strategic Management System
 - Performance Planning and reporting
 - Not a consistent approach from the Centers to HQ
- Functional Leadership Plan (FLP)
 - “Functional Office Associate Administrators...establish plans to improve functional performance”
 - HQ (Code J) FLP Activities (today)
 - Manage the Agencywide registrar contract
 - Provide Agencywide ISO 9001 training
 - Maintain/Improve/Reengineer Agencywide QMS web site
 - QSRs - Work with all Center reps to review NQA findings, determine systemic nature of findings, and to discuss opportunities for better integration of Agencywide QMSs
 - Code J has ask for all the Centers inputs/support to the FLP

WSTF Agency Quarterly QSR Meeting (cont)

- KSC gave a presentation on Process Mapping
 - Possible tool to utilize for understanding process relationships
- In Conclusion:
 - Still more research required on several of the presentations to determine applicability to MSFC
 - We will get back with the team if useful items are identified

MMS IMPLEMENTATION TEAM OPEN ACTION ITEMS

- | | |
|---|--|
| ISO-0368
o: 06-20-01
d: 10-10-01 | (O) Approve and document MSFC's customer satisfaction objectives and metrics.
(Due Date: 10-10-01; CD40 & MSFC Senior Management; S. Durham/CD40)
Per D. Cross (ED35), CD 40 said that the drafts wouldn't be approved by MSFC until Oct. 1. NASA HQ approval is due on Oct. 5. |
| ISO-0385
o: 07-25-01
d: 10-10-01 | (O) Monitor FY02 MSFC Implementation Plan.
(Due Date: 10/10/01; All Directorates/CD40)
(To make sure the plan includes ISO-related quality objectives, etc.) |
| ISO-0386
o: 07-25-01
d: 12-15-01 | (O) Monitor FY02 Strategic Plan for SLI.
(Due Date: 12/15/01; CD40)
(Per Note from D. Cross Stanley/ED35: The current scope for CD40 is to focus on the product line directorates with SLI having priority. If we need to add another action for the rest of the Center we can.) |
| ISO-0389
o: 10-31-01
d: 01-30-02 | (O) Provide options to the team to delete the "20 elements" numbering on the MIDL, but still provide a user-friendly way to identify/sort subjects.
(Due Date: 01/30/02; D. Miller/QS40) |

Open MQC Action Items

MQC-0049 (O) Define the stoplight colors used for the Executive Summaries and provide in the report at the next MQC meeting.
(Axel Roth, Due: Report at next MQC)

MQC-0050 **(O)** Post the Marshall Values, Quality Policy, and Safety Policy in frames in all Center conference rooms. (Susan Cloud, Amanda Goodson, Axel Roth, Due: TBD)